

BUDGET HIGHLIGHTS AND STRATEGIC THEMES

With the adoption of the fiscal year 2004 and 2005 budget, City Council developed five broad strategic themes to provide staff with the foundation for aligning citywide programs and resources with Council priorities. These themes are long-term, broad and directional in nature, as such they continue to be priorities in the fiscal year 2006 and 2007 budget.



Connected, Balanced, and Cohesive Community

Foster a positive and shared community identity; encourage and value public participation; improve citywide mobility; and promote a balanced mix of housing, shopping, and employment opportunities.



Strong and Safe Neighborhoods

Ensure our neighborhoods and business districts are safe and appealing places to live, work, shop, and visit.



Diverse Cultural, Educational, and Recreational Opportunities

Provide a wide-range of cultural, educational, recreational, and economic opportunities that meet the needs and interests of our diverse community.



Economic Development

Foster a positive business climate that attracts new businesses, creates a broad range of employment opportunities, and revitalizes the downtown area.



Cost Effective Government and Fiscal Stability

Focus on achieving results for our citizens by providing exemplary services at competitive prices; balance short-term operational needs with long-term strategic goals; and enhance long-range financial planning to ensure fiscal sustainability. .

The remainder of this section highlights the programs and projects that help to further Council's five strategic themes. New initiatives, or programs being funded for the first time as part of this budget, are distinguished from ongoing programs by the text ***NEW INITIATIVE***. Capital Improvement projects are designated by the text ***CIP***.



CONNECTED, BALANCED, AND COHESIVE COMMUNITY

Retaining a sense of connectedness, balance, and cohesion in the community is perhaps the broadest and farthest reaching of the five themes. At the heart of the theme is Council's vision of maintaining a shared community identity that "values our diversity, respects our citizens, honors our legacy and embraces the opportunities of the future." As more and more new neighborhoods are added to our City, or any city, the overall cohesiveness and connectedness between neighborhoods inevitably grows weaker. Likewise, issues of balance and equity inevitably arise between newer and established neighborhoods. With these challenges in mind, staff has initiated numerous programs designed to:

- Engage the citizenry in the planning and decision-making processes,
- Foster a cohesive and positive image of the City within our borders and beyond,
- Create a vibrant urban core as the City's focal point,
- Promote community events that bring residents together,
- Balance the housing, employment, and recreational needs of both our newer and more established communities, and
- Alleviate traffic congestion brought about by our rapidly growing population.

Enhancing Public Information and Participation

- ***NEW INITIATIVE: Speakers Bureau***

To expand the City's public outreach efforts, the Office of Communications has launched a Speakers Bureau. Residents are hungry for information about their neighborhoods and their city, and they appreciate the opportunity to meet face to face with their elected leaders along with City staff. We're providing this access at town hall meetings and community forums throughout Chula Vista. This gives our residents an opportunity to hear first hand about major projects and new initiatives, as well as to ask questions and share ideas directly with members of the Council. Audience members complete surveys that provide feedback at each gathering and indicate topics on which they would like more information. City staff develops new programs to fill those requests. This is proving to be a very successful communications tool for everyone involved.

- ***NEW INITIATIVE: Healthy Lifestyle Initiative***

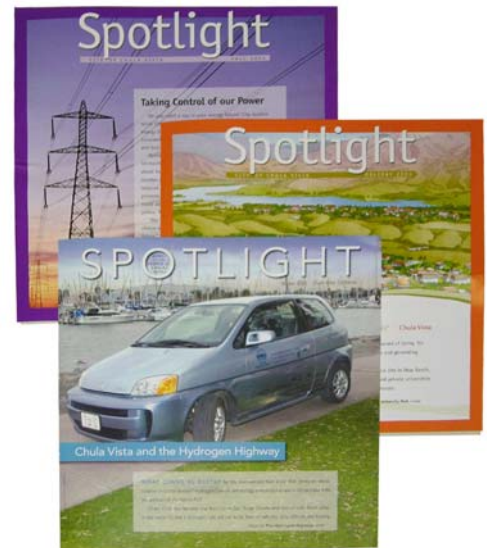


With acres of public parks, miles of walking, hiking, and biking trails and hundreds of recreation programs, Chula Vista is an ideal spot for health conscious people. That's why the City and several community partners have created the *Healthy*

Lifestyle Initiative; a series of fun-filled events that began this spring and will continue into the fall. Health and fitness, good nutrition and an appreciation for the great outdoors - there's a little something for everyone at these events. From May through October, Chula Vista will be working with the U.S. Olympic Training Center, the Sweetwater Unified School District, the Chula Vista Elementary School District, Sharp Chula Vista Medical Center and EastLake Company to highlight monthly events such as bike rides, guided trail hikes, the 50th anniversary of Parkway Gym, healthy eating and more. We want to make Chula Vista one of the region's healthiest communities.

- **City Spotlight**

Spotlight, the City's award-winning newsletter, is reaching more Chula Vista households than ever and has a new look and feel. Our readers have responded to its eye-catching design and stronger news content. The newsletter is mailed to more than 85,000 households five times a year. Spotlight provides Chula Vista residents with news about important city programs and projects that affect our community. Some of the topics covered in Spotlight during fiscal year 2004 included the proposed University Park and Research Center, exploration of Community Choice Aggregation, the Eastlake Design District and the addition of a hydrogen fuel cell-powered car to the city's fleet. Our cooperative agreement with Pacific Waste Services allows us to reduce mailing costs by including a copy of Spotlight with the bi-monthly trash bill.



- **NEW INITIATIVE: Electronic Newsletter**



The City's new electronic newsletter e-Brief, launched in January, is an efficient and timely way to reach our residents with breaking news about Chula Vista projects, activities, and services. As an online publication, it can be updated quickly to respond to time sensitive situations. Departments throughout the City contribute to the flow of information, and a new edition of the newsletter appears the first of each month. e-Brief includes full length articles as well as a 'Headlines and Updates' section that provides a snapshot of information our residents can use. In April, a Spanish translation of e-Brief was added to the City's Website to broaden our reader base. Online visitors can find the Spanish and English versions displayed adjacent to one another on the Home page.

- **City Website**

The City's website is a very important tool for communicating with citizens and visitors alike. The City's website is visited by almost 88,000 people per month and over 200,000 pages per month are accessed. MIS, in conjunction with the Office of

Communications continues to work toward making the website a useful tool for overall City communications.

Residents, businesses, and visitors can access citywide information such as Council agendas, City services, calendar of upcoming events, tourism information, and employment opportunities. Residents can also make online reservations for recreation classes, download employment applications, and learn about current City news through e-brief.

Over the past year the use of interactive programs on the website were enhanced. MIS staff also enhanced and expanded the use of GIS maps on the City's Internet and Intranet sites to make research easier. Many applications rely on graphically-represented data in order to assist citizens and City staff with various development projects. By expanding the GIS mapping capabilities online, staff and other interested parties can easily gather and view data graphically.

The City's website is www.chulavistaca.gov

- ***NEW INITIATIVE: Streaming Video***

In an effort to broaden the City's ability to communicate with Chula Vista residents, the Office of Communications is proposing the addition of streaming video to the City's website. The addition of streaming video will increase viewership of City Council meetings and allow easier access to content and archived agenda items. Streaming video enhances the City's communication resources by allowing the City to showcase a selection of video clips featuring specific projects and programs. Costs associated with this proposal are estimated at \$50,000 for start up equipment and \$21,600 of ongoing service fees.

Community Events

- ***Community Programming***

The City continues to provide citywide activities and events that bring the Chula Vista community together. Some of the major community celebrations sponsored by the City include:

- **Music in the Park** – For 40 years, the City of Chula Vista has been providing the citizens of Chula Vista with free weekly concerts in city parks during the summer months. We will continue this grand tradition in 2005 beginning in mid-June and continuing thru mid- September. This program, which is very popular with residents, has an



attendance of 100 to 700 people per concert. Concerts are offered in Memorial Park, Heritage Park, Community Park, and Otay Park. Co-sponsors of Music In the Park Summer Concert Series are the Chula Vista Downtown Business Association and EastLake Company. The fiscal year 2006 and 2007 budget includes \$14,500 for this concert series, of which \$3,000 is revenue offset.

- **Holiday Festival** – This annual event is sponsored by the Recreation Department to complement the Downtown Business Association's Annual Starlight Parade on Third Avenue, the annual tree lighting ceremony by the Mayor, and the new holiday tradition of the Mayor reading "The Night Before Christmas" to children. This free event is held in Memorial Park to provide activities for families, such as live holiday musical performances, pictures with Santa, holiday crafts and contests, and much more. Funding for fiscal year 2006 is \$6,100 and \$7,500 for fiscal year 2007.
- **Fourth of July Fireworks** – This is an annual event to celebrate Independence Day with a spectacular display of fireworks at the City's Bayfront. This year's event coincides with the Chula Vista Chamber of Commerce's Celebrate Chula Vista Day. Funding pays for the fireworks display, barge rental, shuttle service, portable restroom facilities, and traffic barricades. Funding for fiscal year 2006 is \$31,700 and \$46,700 for fiscal year 2007.
- **Day of the Child** – The Day of the Child family festival focuses on providing information on a variety of children's services and resources. There are numerous booths staffed by health, literacy, education, and safety experts. Besides learning about these community services, attendees also enjoy an array of entertainment. This event is co-sponsored by the Chula Vista Child Care Commission and the Chula Vista Community Collaborative and is held each April in Memorial Park. The fiscal year 2006 budget includes \$8,300 for this event.

The City also assists the Downtown Business Association on a variety of special events that help to bring together the community and strengthen the downtown as Chula Vista's civic and cultural center. These include the weekly Farmers Market, Blast from the Past Classic Car Show, as well as annual events such as Cinco de Mayo and the Lemon Festival.

- ***Taste of the Arts***

"Taste of the Arts" has proven itself to be the City's signature event. The site at Bayside Park provides a beautiful setting for the South Bay's only performance by the San Diego Symphony and a large array of other talent. Local artisans join featured artists in displaying and selling their work. The number of arts and crafts vendors has doubled for this year - the 2005 event will feature a total of 68 artists' vendors including 29-featured artists. Direct mail



advertising, additional newspaper advertisements and other increased marketing efforts greatly raise awareness of the event within the region. The attendance for this year is projected to range from 7,000 to 10,000, which is an increase from the 5,000 that attended last year's event.

The fiscal year 2006 budget includes \$139,500 [for Taste of the Arts] of which \$42,750 is offset by contributions from partner agencies.

As part of the fiscal year 2006 budget, the Taste of the Arts budget is being significantly enhanced with an appropriation of an additional \$50,000. This increase in funding will allow the Library Department to increase marketing outreach, an Additional Artists/Enhanced Entertainment including a

major popular act added to the afternoon's schedule of events following an early afternoon performance by the San Diego Symphony, and an increase in the number of featured artists who will display and demonstrate their works of art from 12 to 30 for this wonderful community program. The fiscal year 2006 budget includes \$139,500 of which \$42,750 is offset by contributions from partner agencies.

Promoting Balanced Communities

- ***CIP: General Plan Update***

The City is in the final stages of completing the General Plan Update (GPU), a comprehensive update to this important document. The General Plan Update (GPU) seeks to preserve the character and natural resources of the City while providing opportunity for development of new and affordable options in housing, providing additional jobs for the residents, creating more recreational and cultural centers, and improving the connection between the unique regions of the City. The General Plan takes a long-range view (typically 15 to 20 years) and articulates the community's economic, environmental and social goals, and sets forth policies relative to distribution of future land uses, both public and private, in furtherance of those goals.

The General Plan articulates the community's economic, environmental and social goals...to date \$2.1 million has been appropriated to the project.

Public input into the General Plan update was a key component and started early in process through town hall meetings and the Visioneer Program, which used trained citizens to gather input regarding community needs and desires from friends, neighbors, community organizations and clubs. Public input was welcomed and sought throughout the development of the plan - from the development of a preliminary vision and goals statement, to the formulation of the draft plan, and finally with the formal public hearings before the Planning Commission and City Council prior to adoption of the final plan.

The plan has taken over three years to develop; the project is scheduled to conclude in the summer 2005. Implementation of the plan is the next step, which involves prioritizing the linking of policies and actions. Tasks will involve implementing changed land use designations, updating the Zoning Code, establishing guidelines and standards

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LAND USE

RESIDENTIAL	COMMERCIAL	HOVED USE	INDUSTRIAL	OPEN SPACE, PARKS, & PUBLIC / QUASIPUBLIC	SPECIAL PLANNING AREAS
Low Density Residential (R-1)	Professional & Office (C-1)	Planned Urban Residential (UR-1)	Research & Limited Industrial (I-1)	Open Space (OS-1)	High School (HS)
Medium Density Residential (R-2)	Commercial Retail (C-2)	Planned Urban Residential (UR-2)	General Industrial (I-2)	Open Space (OS-2)	Walter Library (W)
High Density Residential (R-3)	Commercial Station (C-3)	Transit Focus Area (TFA)	Regional Technology Park (I-3)	Open Space (OS-3)	Regional School (RS)
Urban Core (UC)	Commercial Station (C-4)			Open Space (OS-4)	City Center (CC)
				Open Space (OS-5)	City Center (CC)
				Open Space (OS-6)	City Center (CC)
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- **NEW INITIATIVE: Historic Preservation Program**

In fiscal year 2006 the City will establish a Historic Preservation Program in order to protect Chula Vista's important cultural resources and support and encourage accessibility to the public. A half-time associate planner will be dedicated to establishing an Historic Preservation Program, writing a City ordinance enforcing the plan, and facilitating the creation of an advisory committee. After the development of a Historic Preservation Program, the staff position would be available to evaluate the historical significance of structures, evaluate the plans to remodel or refurbish historical structures, and prepare grant applications to help fund an ongoing historical preservation program. Planning and Building will use an existing staff person and as this person will not be able to charge their time for this project there is a reduction in revenue of \$64,000.

Enhancing Mobility

- ***GMOC and Transportation Demand Management***

The Eastern Chula Vista Traffic Enhancement Program was initially presented to Council in 2001. The program was created by Council to ensure that GMOC capacity thresholds are not exceeded and includes the following:

TDM

The Traffic Enhancement program presented to Council included Transportation Demand Management (TDM) techniques appropriate for eastern Chula Vista to reduce traffic congestion during peak commuting hours. The program will cost \$755,000 and is funded by grants from the County of San Diego, the Air Pollution Control District (APCD), and from the Transportation Development Impact Fee (TDIF).

Traffic Monitoring Program

The "*Traffic Monitoring Program*" monitors service provision levels by studying both speed and delays on critical segments of the City's street system. This program is in response to a GMOC requirement to measure roadway capacity twice a year. Findings and recommendations from the program will enable the City to monitor roadway capacity thresholds. This program has been allocated \$100,000.

In addition to the above programs, numerous capital projects are planned to address eastside traffic congestion and to ensure the GMOC traffic thresholds continue to be met. These include:

CIP: Olympic Parkway / I-805 Interchange

Funded from five local, state, and federal sources, the \$21.8 million Olympic Parkway/Orange Avenue at I-805 interchange project will widen the freeway over-crossing to six lanes, widen the freeway on ramps and off ramps, and provide auxiliary lanes that will facilitate vehicles merging into traffic. These improvements will greatly alleviate congestion on surface



streets during morning and evening commute times as well as improve traffic flow at the Main Street on and off ramps during the Coors Amphitheater concert season. The eighteen-month construction project is scheduled for completion by November 2005.

CIP: East H Street / I-805 Interchange

A significant bottleneck for eastbound evening commuters has been improved along East H Street at I-805 by adding new through traffic lanes. Similar improvements will be completed by August 2005 for the benefit of westbound morning commuters at a cost of \$3.3 million. The future expansion of I-805 by CalTrans will further improve traffic flow.

CIP: Main Street / I-805 Interchange

Proposed improvements totaling \$1.8 million will increase the capacity of the existing diamond interchange to accommodate the forecasted traffic volume and provide the needed capacity during events held at the Coors Amphitheater.

CIP: Traffic Management Center

The Civic Center renovation includes \$200,000 for the creation of a centralized location to effectively manage and control traffic signal operations for the entire city. In addition, Chula Vista is participating in a Regional Arterial Management System (RAMS) to enhance inter-jurisdictional coordination of traffic signals along arterial corridors. These efforts are especially important to enhance traffic flow at all interchanges with I-805.

CIP: Telegraph Canyon Road / I-805 Connection

Construction is nearly complete on a road project that will reduce traffic congestion and decrease delays from westbound Telegraph Canyon Road onto northbound I-805. At a cost of approximately \$3 million, the project has added a fourth westbound lane and improved the Canyon Plaza shopping center entrance.

SR-125

In addition to these capital improvement projects, construction on SR 125 will be drawing to a close in 2006. State Route 125 South will run north-south through Chula Vista from SR 54 to SR 905. Scheduled to open in Fall of 2006, this traffic corridor will relieve congestion and reduce travel time for Chula Vista's residents and visitors by providing an alternative to I-5 and I-805. Specifically, a 10% reduction in traffic volumes from southern Chula Vista to northern Chula Vista is anticipated at local street interchanges with I-805. The roadway will operate as a toll facility, and will offer FasTrak convenience to regular commuters.

- ***Improved Transit Facilities at Bus Stops***

Over the past year, transit facilities have been upgraded by improving ADA accessibility to existing bus stops. Bus stop equipment upgrades have also been completed with the installation of new bus benches that are more comfortable for our waiting passengers. The design of these benches also requires less maintenance. These bus stop facility improvements have been accomplished without any General Fund dollars and without impacting the CVT budget. Only developer deposits and federal capital improvement funds from SANDAG were used in fiscal year 2005.





STRONG AND SAFE NEIGHBORHOODS

Strong and safe neighborhoods are crucial components of a strong cohesive community. Promoting strong and safe communities to live, work, shop and visit is a fundamental City responsibility. Safe and strong neighborhoods enhance the City's overall image and stimulate further investment in the City and its neighborhoods. Key service areas that are continually enhanced in an effort to support strong and safe neighborhoods are:

- Responding to calls for emergency assistance quickly and effectively,
- Providing educational and other programs that promote well-being and enhance safety,
- Working collaboratively to ensure schools are safe havens and engaging youth in productive after-school activities that help youth and neighborhoods grow stronger,
- Investing in and revitalizing neighborhoods to prevent deterioration and encourage private investment,
- Keeping our infrastructure safe and in good working order so it enhances the City's quality of life,
- Promoting programs for a safe and healthy environment for current and future generations, and
- Providing neighborhood meeting places and events that encourage neighborhood connectedness, adding to the sense of community and safety.

Police, Fire and Medical Incidence Response

- ***Implementation of Fire Strategic Business Plan***

In September 2004 Council approved in concept a five-year strategic business plan for the Fire Department. Through the development of the strategic plan, the Fire Department established a roadmap for addressing critical issues facing the community in the next two to five years. In order to successfully implement the Fire Strategic Plan, the department requested a number of additional personnel; the hiring of new personnel is to be phased in over several years. In fiscal year 2005, Council approved the



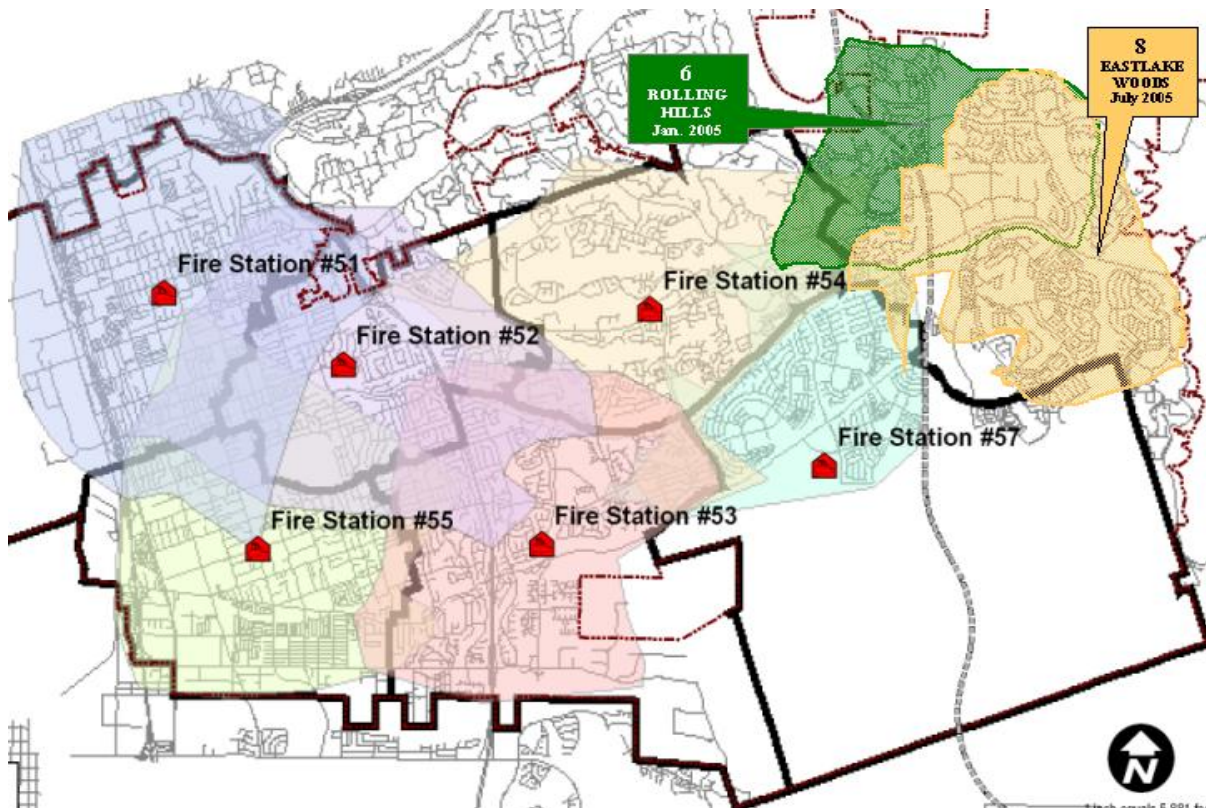
addition of seven new positions: Fire Captain, Fire Engineer, and Secretary to enhance the Training Program as well as Senior Office Specialist, Public Safety Analyst, Secretary, and Facility and Supply Specialist. The fiscal year 2006 budget includes \$291,000 for a 2nd Battalion comprised of three Battalion Chiefs and the fiscal year 2007 budget includes \$ 162,000 for three Fire Captains to staff the Light and Air Rescue truck. The ongoing cost for the 2nd Battalion and Fire Captains is approximately \$793,000.

- **CIP: Fire Station 8**

Fire Station 8 known, as the “Woods Fire Station” will provide needed coverage to new development in the Woods, Eastlake Greens, Trails and Vistas. It will be located on Woods Drive and Otay Lakes Road. The relocation of Fire Station 6, coupled with continued rapid growth, created the need to accelerate construction of Fire Station 8. Construction of Station 8 began in January 2005 and will be completed by April 2006.

In order to maintain service levels, Station 8 began operating on in interim basis at the former Station 6 location in January 2005. It is staffed with an engine company comprised of three Captains, three Engineers and 3 Firefighter positions; the annualized costs for these positions are included in the fiscal year 2006 budget. The addition of these positions helps to ensure that existing fire resources are not strained as the City continues to grow, improves citywide coverage and improves response times. The construction costs for Station 8 are estimated at \$4.8 million.

...construction costs for Station 8 are estimated at \$4.8 million.



- ***Fire Master Plan***



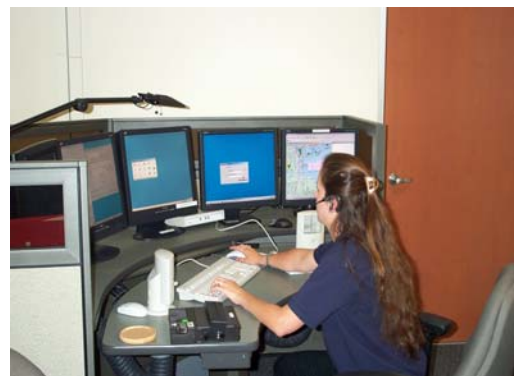
In an effort to proactively address growth related issues pursuant to the General Plan Update, the Fire Department is working with a consultant to develop a Fire Facility Master Plan. The plan includes an assessment of the existing fire and emergency medical service delivery system; the growth, demographic changes, diverse population, mixed use occupancies and the impact on fire and emergency medical service requirements; and special issues such as the impact of in service training requirements and the impact on dispatch times since the creation of the City's dedicated fire dispatch center. The plan also recommends alternative fire department service delivery systems and provides a long-range service plan. It is anticipated that the study will be completed by the Fall 2005 at a cost of \$98,802.

- ***Advance Life Support and Ambulance Transport Study (ALS)***

In addition to internal capacity adjustments, the City Council funded and authorized the Fire Department to release a request for proposal for a professional consultant to conduct a feasibility study of providing Fire Department based Advanced Life Support (ALS) services and ambulance transport services. The Chula Vista Fire Department currently provides Basic Life Support (BLS) using three person engine companies. The Department performs the majority of its priority calls for service (89%) in the emergency medical services area. With the constantly changing "managed care" environment, the Department continues to work in close partnership with the private paramedic services provider (AMR) to deliver emergency medical service to the citizens. After a formal bid process, a contract was awarded to Fitch and Associates in the amount of \$105,800. The consultant is anticipated to complete the study by July 2005.

- ***Communications Center***

The opening of a new Fire Communication Center returned control of fire dispatch services and operations to the City. It secured the Fire Department's ability to better serve the public and provided the City an opportunity to better manage financial obligations. Our resident's have benefited from improved dispatch services. Of paramount importance, the average dispatch time improved from 36 to 28 seconds accounting for an 8 second (22.2%) performance enhancement. The total number of calls (including 911, 7 digit emergency line, and public line) handled by the Fire Communications Dispatch Center since its inception is 54,601 of which 13,341 were emergency calls requiring the dispatch of Fire resources.



The new center enhanced the operational control of the Fire Department to quickly adjust policies and procedures when needed. As part of the migration from Heartland the City needed to train new dispatchers in the operation of the CAD system as well as make modifications needed to support the efficient dispatching of Fire units. The Management and Information Services (MIS) Department coordinated the changes needed to the system and installed the equipment needed in the communications center. The ongoing cost for the Fire Communications Center total \$930,000.

- ***Computer Aided Dispatch System***

Over the past year staff from Fire and MIS have been working with the City's Computer Aided Dispatch (CAD) system vendor to implement several changes to the system. The Chula Vista Fire Department has some unique requirements when it comes to dispatching units and for placing mobile data computers in the Fire vehicles. MIS has assisted with defining those needs and is coordinating the changes with our CAD vendor. While many of these changes have already been implemented some are still in progress and will be completed during the course of the remainder of 2005. These enhancements will enable the Fire Department to better coordinate the units in the field with the dispatching center. It will also provide firefighters with additional information that may be needed when responding to incidents.

- ***Maintaining Patrol Strength***

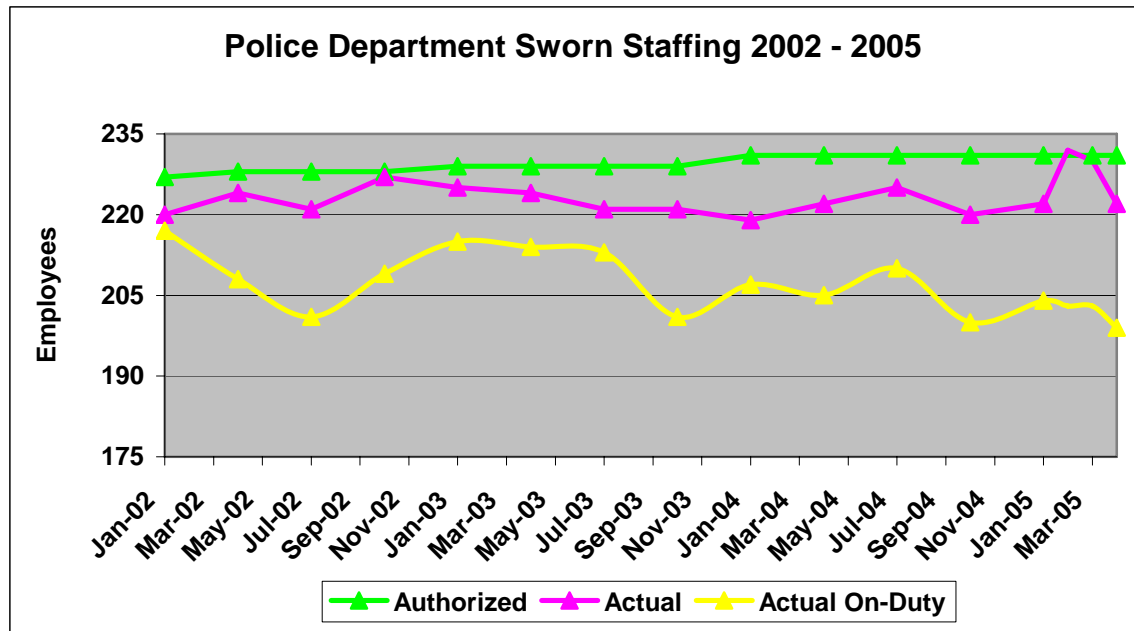
Hiring new officers for the Police Department has been a challenge for the department over the last 4 years. With the ever-increasing difficulty in hiring highly qualified individuals, officers being deployed overseas for Operation Iraqi Freedom and officers not being able to perform their duties due to injuries, the department has been, on average, 24 positions down in the sworn ranks over the last 3 years. This shortage in staffing has primarily affected the Patrol Division, as a result the department has been utilizing overtime in many instances to supplement staffing levels. However, despite staffing levels being below authorized levels, the City has continued to experience decreasing crime rates over this same time period.

The fiscal year 2006 budget includes an additional \$1.2 million in order to ensure that the department will be able to maintain full staffing levels in the sworn ranks. This appropriation is roughly the equivalent of 12 patrol officers.

The following chart details the quarterly staffing levels for sworn staff in the Police department since 2002.

- The green line indicates the authorized staffing level. This is the actual number of budgeted sworn positions authorized for the Police Department.
- The pink line indicates the actual number of sworn employees on payroll. This number includes employees in the training academy and on leave.
- The yellow line indicates the number of personnel who are actually able to report to

full on-duty status. This number excludes officers in the recruit training academy and officers off duty due to injury, military and other medically related leaves (does not include basic sick leave and/or vacation).



The Police Department recently achieved full staffing, however this includes twenty five new recruits in the training academy and two lateral hires in training who are not available for duty. The first five recruits are due to start patrol duties in August. The two laterals will be able start active patrol duties in approximately three or four months when they complete field training. The department expects all of the recruits and lateral officers to be on full duty by April 2006.

The Police Department will continue to aggressively recruit new officers to ensure that quality candidates are continually being hired in order to fill vacant positions as they occur. The Police Department will be utilizing the over hire program in an effort to maintain staffing levels as high as possible. Since the Department's average attrition is ten officers a year, it is important to maintain the over hire program for the foreseeable future.

The fiscal year 2006 budget includes an additional \$1.2 million in order to ensure that the department will be able to maintain full staffing levels in the sworn ranks. This appropriation is roughly the equivalent of 12 patrol officers. Part of this funding was a reduction in the projected salary savings for the department, thus enabling the department to fully staff the sworn complement.

- ***NEW INITIATIVE: Banning Alcohol at Four Community Parks***

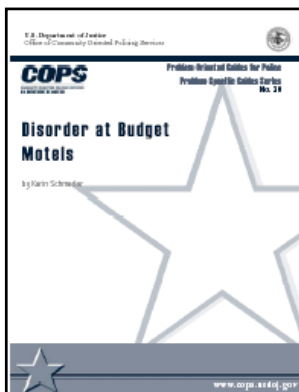
The Police Department will be presenting an ordinance to City Council banning the consumption of alcohol at four community parks in an effort to reduce crime and disorder. The Police Department studied the number of complaints that are generated

from these parks, the number of calls for service that the Department receives, and information from officers and employees from other departments and found that these four parks have a significant number of crime and disorder problems. The proposed ordinance will allow the Police Department to take appropriate enforcement action in these parks to help create a safer environment for residents. Signs indicating “No Alcohol” will be posted at: Eucalyptus Park, Lauderbach Park, Friendship Park, and Memorial Park.

Once the ordinance is adopted and the signs are posted, the Police Department will be able to take stronger enforcement action against individuals who use the parks for inappropriate uses. The Police Department will continue to monitor all of the City parks for problems that are associated with alcohol consumption. The Police Department will also bring forward an amendment to the alcohol ban in parks that would permit individuals or organizations to consume alcohol at the parks provided they have applied for and received a permit from the City Managers Office.

- ***NEW INITIATIVE: Implementing Motel Standards***

Efforts continue toward decreasing crime and calls for service related to motels and adjacent areas. Police and Code Enforcement staff have met individually with 15 motel managers or owners to share information on management practices that can reduce problems. In addition, Police staff has mailed calls for service data to all motel managers and owners on three separate occasions since 2003. Since the meetings with motel managers or owners and subsequent code inspections, two properties have been closed due to code violations (Etc. Motel and Tower Lodge); one property was sold and is being converted to a bed and breakfast (El Primero); and one property lost its franchise agreement (Rodeway Inn is now Best Choice Inn).



Police Department staff received \$6,750 from the Center for Problem-Oriented Policing to conduct a comprehensive study of problems at budget motels and develop a guidebook for police on addressing these problems. The guide was published in 2005.

The Police Department is currently working with a citywide committee to develop a motel standards ordinance that will place penalties on motels for not meeting minimum operating standards as well as generating excess calls for service. Several cities throughout the United States have adopted similar ordinances; they have all experienced a decrease in calls for service. The goal is to be proactive in providing guests to Chula Vista a safe environment to visit our City.

- ***NEW INITIATIVE: Civil Gang Injunction***

The Police Department is currently working on obtaining all the information that is needed to move forward with a civil gang injunction. Gang injunctions are court ordered “cease and desist” orders against specific individuals suspected of participating in gang activities. Since the courts require detailed information linking individuals to gang

activity, the Department must demonstrate that there is a definitive connection between a person and gang related activity. This part of the process takes time in order to fully document these activities. The Department estimates that the first of several civil gang injunctions will take place late in 2005. The Police Department is also working diligently to continue its documentation of gang related activity and of gang members who are active in the community.

- ***Operation Safe Neighborhood***

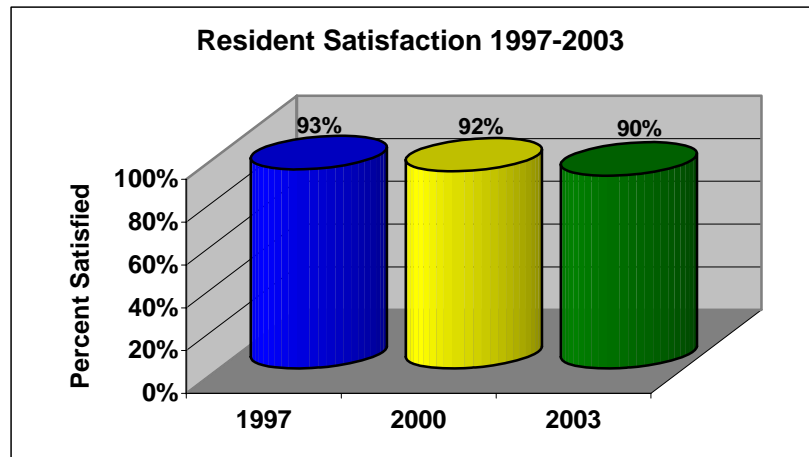
Operation Safe Neighborhood began operation in late February 2005. The operation targets high crime areas throughout the City; to date an additional 1,994 work hours have been dedicated to this project. Through the end of March, Officers working on this project made 83 felony arrests and 50 misdemeanor arrests. This operation has already removed 55 weapons off the street. The Police Department will continue this program over the next couple of years in an effort to improve on the 18% reduction in the violent crime rate in Chula Vista over the last 4 years. In fiscal year 2005 \$250,000 was appropriated for this project; the fiscal year 2006 budget also includes \$250,000 for the continued support of Operation Safe Neighborhood.



Public Safety-Related Education and Prevention Programs

- ***Resident Opinion Survey***

Since 1997 the Police Department has worked with the San Diego Association of Governments to conduct a Residents Opinion Survey; since that time the survey has been conducted twice more. Beginning in 2005 the survey will be conducted on an annual basis. Funding for this survey is included in the fiscal year 2006 budget; the cost of the survey is approximately \$20,000.



Residents are randomly selected throughout Chula Vista to obtain their opinion on how well the department is meeting their needs. The Police Department will also be implementing several new customer satisfaction surveys based upon specific areas of service, such as the front lobby. These surveys will seek to pinpoint areas in which the department could improve operations and service to its customers.

- ***Crime Reduction in Parks Through Design Efforts***

The Police Department continues to work with other City departments to evaluate ways to reduce the instances of crime and disorder in our public parks. Parks can be designed in manner so that they do not support criminal activity. Parks are now being designed with enhanced natural surveillance, more lighting, locked parking lots, and a variety of other enhancements that deter crime and disorder, but continue to provide a safe and enjoyable atmosphere for those who utilize the parks for recreational activities.

- ***CIP: Neighborhood Traffic Safety***

Traffic safety remains one of the primary functions of the Engineering Department. During fiscal years 2006 and 2007, staff will be working in coordination with the Police Department to improve traffic safety in Chula Vista, with a renewed emphasis on the three “E”s of traffic safety: Education, Engineering, and Enforcement. The goal of the program is to achieve measurable results in the following areas:

- Reduce the number of collisions within intersections.
- Improve pedestrian safety and vehicular circulation adjacent to schools.
- Reduce the number of accidents involving pedestrians and bicyclists.

In order to achieve these goals, Engineering and Police will work collaboratively to launch an extensive public outreach and educational program coupled with a comprehensive and cohesive traffic management and enforcement tools. The project budget will be spent almost exclusively on educational programs. A successful program will result in increased safety in our neighborhoods, along with a reduction in the number of avoidable accidents.

- ***Animal Care Facility Program Enhancements***



In late 2004, City Council approved additional staffing for the Animal Care Facility to address growth and customer service demands. The new Animal Care Facility has a significantly higher capacity than the old facility; it is able to house a steadily growing population of animals in Chula Vista, allows staff to hold animals longer increasing the opportunities for the animals

to be adopted. Since moving into the new facility, the euthanasia rate continues to drop while the adoption rate is steadily increasing. The Animal Care Facility will continue to focus on education efforts to promote responsible pet ownership. The recent addition of

Animal Care Assistants recognizes the increased workload that has resulted from continued growth in the City.

As part of the additional staffing two Office Specialists were also added to respond to resident inquiries both at the front counter and over the telephone allowing staff to meet growing customer service levels and create positive public contacts. The ongoing cost of the positions added to Animal Care Facility is \$346,099; the fiscal year 2006 budget also includes an additional \$81,000 for shelter operations.

Residents can contact the Animal Care Facility at (619) 691-5123.

School Safety Programs

The City of Chula Vista, Chula Vista Elementary School District, and Sweetwater Union High School District work collaboratively to provide children with a safe learning environment through programs like DASH, STRETCH, Club Teen Connection, and the School Resource Officer program. Together these programs total \$4.8 million dollars dedicated to promote safety, support academic achievement, and provide organized recreational activities for Chula Vista's children.

Program	Total Cost	City of Chula Vista	Chula Vista Elementary School District	Sweetwater Union High School District
DASH	\$1,277,000	\$ 628,000	\$649,000	\$0
STRETCH	\$ 722,000	\$ 122,000	\$600,000	\$0
Club Teen Connection	\$ 179,000	\$ 89,500	\$0	\$89,500
SRO program	\$2,626,000	\$1,457,000	\$404,000	\$765,000
Total	\$4,804,000	\$2,296,500	\$1,653,000	\$854,500

- ***STRETCH AND DASH***

The fiscal year 2006 and 2007 budget includes increased funding for two new DASH school sites - Veterans will be added in fiscal year 2006 and a school in the Winding Walk subdivision will be added in fiscal year 2007. The capacity for STRETCH will be expanded from 80 to 100 children at Harborside, and will continue serving 100 children at Montgomery and Lauderbach. Grant funds will also allow "DASH Plus" to continue at these four sites.



STRETCH and DASH are offered free of charge to all participating children and the programs' popularity with parents, students, and school personnel continues to be

extremely high as evidenced in our annual satisfaction surveys. STRETCH (Safe Time for Recreation, Enrichment and Tutoring for Children) is designed to stretch and expand the school day for children who need more opportunities to develop their language and literacy skills. STRETCH is a partnership between the Educational Services Division of the Chula Vista Public Library and the Chula Vista Elementary School District. The goal of STRETCH is to create a dynamic, safe, and stimulating after school environment that gives children the boost they need to succeed academically and socially.

DASH (Dynamic After School Hours) is a partnership between the Educational Services Division of the Chula Vista Public Library and the Chula Vista Elementary School District. This free program provides structured after school activities for 1st-6th grade children including sports clinics, arts and crafts, cooperative games, weekly challenges, and traditional playground games.

The total cost for DASH in fiscal year 2006 is approximately \$1,277,000, of which the Chula Vista Elementary School District offsets approximately \$649,000 or 50%. The total cost for STRETCH in fiscal year 2006 is approximately \$722,000, of which the Chula Vista Elementary School District offsets approximately \$600,000 (83%). The school district's share includes revenue from federal and state grant sources via the California Department of Education.

- ***School Resource Officer Program***



The School Resource Officer (SRO) Program was implemented in 1993 through a collaborative effort between the Police Department and the Sweetwater Union High School District. The program began with the assignment of three officers to work primarily with the high schools; officers provided enforcement, intervention, and prevention related to gangs and drugs. Two years after the implementation of the program the

department formed a partnership with the Chula Vista Elementary School District to expand the program to include the elementary schools.

In order to maximize resources, SRO's are assigned to teams to cover a geographical sector or sector; each team is responsible for the high schools, middle schools and elementary schools in their sector. Through daily interaction, SRO's develop relationships with school administrators, teachers, and students. This system allows for the early identification of at risk children as they progress through their education. Further, by covering smaller geographic areas, SRO's can respond quickly to emergency situations. Currently the SRO's service seven high schools, five middle schools, and thirty-six elementary schools.

The SRO program is led by two sergeants and staffed by 18 officers and two agents. One officer is dedicated to the School Safety Patrol Program. The total cost of the SRO program for fiscal year 2006 is approximately \$2.6 million offset by contracts with the

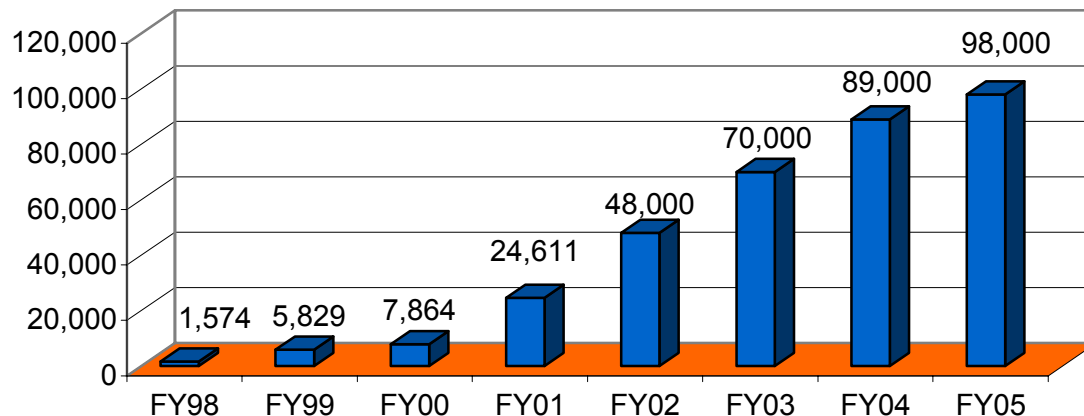
two school districts totaling \$1.2 million. Through these partnerships, SRO's can work to ensure that school campuses are safe and secure learning environments.

- ***Middle School and After School Programs***

The Recreation Department and the Sweetwater Union High School District (SUHSD) co-fund the Club Teen Connection after-school program for middle school aged children (\$179,000). The school district offsets 50% of the program costs. Other program partners include South Bay Family YMCA, South Bay Community Services, and the individual schools in the Sweetwater district. The program is free to all participants and runs Monday through Friday at Bonita Vista Middle School, Eastlake Middle School, Rancho Del Rey Middle School, Castle Park Middle School, Chula Vista Middle School, and Hilltop Middle School. Activities include sports such as flag football, soccer, basketball, and cheerleading. Other activities include crafts, homework help, games, special events, field trips, and specialized classes. The popularity of the program is evidenced by the consistent increase in attendance, as demonstrated in the following chart.



Middle School Program Annual Attendance



Neighborhood Revitalization

- ***Proactive Code Enforcement Program***

In July 2003, two code enforcement officers and a code enforcement technician were added to enable the Planning and Building Department to implement a proactive code enforcement program. In June 2004, implementation of the program began in the first commercial target area along Broadway between H Street and J Street. While being implemented in phases, subsequent target areas included Main Street between Third Avenue and Banner, Third Avenue between E Street and F Street, and Third Avenue between Naples and Oxford. The code violations included outdoor storage, outdoor sales, non-permitted signage, operating without a City business license, and building

without permit. Over 450 businesses were inspected over the past year, a direct result of adding staff to the proactive code enforcement program.

The fiscal year 2006 budget includes \$1,264,000 for the Code Enforcement program...

In the housing inspection program, multi-family housing inspections began in June 2003 targeting violations such as operating without a City business license, lack of smoke detectors, structural safety, and lead paint abatement. In

the first year, all the City's hotel/motels were inspected. As a result there has been a significant improvement in the overall quality of these facilities. Two motels were closed due to their extremely poor condition. Since the proactive program began, 325 apartment complexes and 3,782 units have been inspected, putting us on a five-year inspection cycle for all the City's apartments. To date, eight of thirty-two mobile home parks have been inspected including 1,052 spaces, and code violations have included building without permit, and health and safety violations with respect to electrical and plumbing issues. All of the housing inspection activity is a direct result of adding staff to the proactive code enforcement program.

In November 2004, Council approved three more positions to be dedicated to the code enforcement program: one deputy city attorney, one legal assistant and one senior planner. These positions have only recently been filled, but staff anticipates they will have a significant impact on the City's ability to resolve complex land use issues as a result of code violations. The fiscal year 2006 budget includes \$1,264,000 for the Code Enforcement program, this amount includes the annualized costs of the positions added mid year.

- ***Graffiti Abatement Program***

Recently, City Council approved modifications to the graffiti ordinance creating a year-round graffiti abatement program to address the growing problem of graffiti on public and private property by reducing the amount of time within which graffiti must be removed. The graffiti abatement program is designed to take the sting out of being a victim by providing a cost free process for graffiti removal for residents and businesses of the City of Chula Vista.



In order to accommodate the change in the City's ordinance requiring that graffiti on private property be removed by City crews and along the right of way within two days of notification, an additional two-person graffiti crew, and a Senior Public Works Specialist and necessary equipment was approved. A specially equipped graffiti abatement truck (\$140,000) purchased last year will allow our crews to provide color-matching paint so precise that the graffiti on buildings, walls, and fences will be virtually undetectable.

Citizens can report graffiti problems to the graffiti hotline at (619) 691-5198.



DIVERSE CULTURAL, EDUCATIONAL, AND RECREATIONAL OPPORTUNITIES

Access to a wide-range of cultural, educational, and recreational opportunities that meet the needs and interests of a diverse community is the cornerstone of a great City and great neighborhood. A broad range of options must exist to appeal to various age groups, cultures, and interests. Developing diverse programs and providing programs that meet specific individual and community needs is a key component in a “livable” community. The number and types of opportunities available throughout the City continues to expand through collaboration and a combination of public, non-profit, and private offerings. Some of the efforts towards broadening opportunities include:

- An emphasis on community-focused strategic planning,
- Increasing the variety and accessibility of cultural, educational and recreational opportunities, and
- Participating in efforts to improve educational opportunities.

Enhancing Cultural, Recreational, and Educational Opportunities

- ***Operation of New Parks and Recreation Centers***

The City continues its commitment to provide our community with facilities, activities, and events that promote diverse recreational, educational, and cultural opportunities. During fiscal year 2003, City Council approved master plans for three major parks in Eastern Chula Vista, these parks are being completed and opened in fiscal year 2006. Veteran Park in Sunbow, Monteville Park in Rolling Hills Ranch and Salt Creek Park in Eastlake Trails all contain Recreation Centers that will offer a wide array of programming to the community. As shown by the table below the total acreage available to the community has been significantly enhanced.

Community Center and Park	Opening Date	Park Acres	Facility Sq. Ft.
Veteran's	August 2005	12	16,000
Monteville	April 2006	29	21,000
Salt Creek	April 2006	24	20,000

Monteville Community Park is a 29-acre park located south of Proctor Valley Road, within the Rolling Hills Ranch community. The park activities program includes a 21,000 SF Community Center comprised of a gymnasium, annex/multi-purpose room, game room, dance room, craft room and court, offices, lobby and restrooms. Other park amenities include include three lighted multi-purpose fields, one lighted softball field, lighted tennis courts, lighted basketball courts, informal skate area, off-leash dog area, tot lots and picnic shelters.

Veterans Park is a 12.0-acre park located along the north side of East Palomar Drive between Medical Center Court and Davies Drive, within the Sunbow subdivision. The park activities program includes a 16,000 SF Community Center, which includes a gym,

[illegible]

New Neighborhood Parks – Harborside Park is a 5.2-acre park located in western Chula Vista on Oxford Street; this park is scheduled to open April 2006. The CIP costs for this park were \$2.0 million. Harborside Park includes soccer field, basketball courts, tot lot, and picnic areas. Mountain Hawk park is a 12-acre park located at the Eastlake Vistas subdivision; this park is scheduled to open January 2006.

Staffing for Operation and Maintenance of New Facilities

The opening of these community centers and parks requires additional staffing for three departments – Recreation, General Services and Public Works Operations. The Recreation Department will employ the same staffing model it uses for the other community centers – two full-time recreation supervisors and hourly staff. The full-time staff will be one Recreation Supervisor III and one Recreation Supervisor I. In addition to the Recreation staff that is needed to operate the community centers, these facilities also require maintenance staff. The fiscal year 2006 budget includes 7 new positions being added to the General Services Department in order to maintain the recreation centers. The budget also includes 9 new positions for Public Works Operations; these positions are needed to maintain the 70.2 acres of additional parklands.



The following table summarizes the operating costs for these new parks and recreation centers – these costs include positions approved in prior fiscal years, new positions, and services and supplies.

Department	Staffing	FY 06 Net	FY 07 Net
Recreation	3 Recreation Supervisor IIIs, 3 Recreation Supervisor Is, and hourly staffing	\$348,610	\$538,655
General Services	Senior Custodian, Lead Custodian, 5 Custodians	\$172,367	\$371,744
Public Works Ops	Park Supervisor, Senior Gardener, 2 Gardener IIs, 5 Gardeners	\$349,108	\$687,959
Total	22 FTE	\$870,085	\$1,598,358

- ***CIP: Universally Accessible Play Equipment***

Monteville Community Park will include “universally accessible” playground equipment, which is a first for the City. Universally accessible equipment is designed to be sensory-rich and challenging, with rubberized surfacing for running, walking, and climbing; games and signage that teach a variety of communication skills; horizontal ladders and upper body peddlers that encourage multiple motor skills and build upper body strength; and wheelchair accessible play equipment and games.



A playground equipped with “universally accessible” recreation equipment exceeds the intent of traditional playgrounds to “get kids moving” because its design allows a high level of interactive play for *all children* including children with disabilities. As the name suggests, universally accessible equipment can be enjoyed by both able-bodied children and children with disabilities, their siblings and their parents.

In the entire San Diego region, only four such playgrounds currently exist and these are located in Mission Bay, El Cajon, and Santee. In response to the community, the Recreation and General Services Departments are providing a local solution to this problem on behalf of our children by enhancing Montevalle Community Park to include universally accessible playground equipment. We have dedicated \$200,000 in Park Acquisition and Development fees for construction of the playground. The City has applied for an additional \$200,000 in competitive State grant funds and if awarded will be able to provide an even more enhanced play area.

- ***Book Budget Enhancement***

In fiscal year 2005, the City Council approved a \$250,000 one-time enhancement to the \$603,802 base materials budget. As a result, over 7,000 new books were added to the Library’s collection. These books will significantly enhance the Library Departments collection, especially at Civic Center Branch, and make newer titles available to Library patrons. In order to maintain service levels, the fiscal year 2006 budget includes an additional ongoing appropriation of \$100,000. This increased funding will allow the Library to maintain a more up to date collection of books and increase the volume of materials available to residents.

- ***NEW INITIATIVE: Mobile Recreation Program***

The Recreation Department will be instituting a mobile recreation program to bring free recreation activities to the community. Large segments of the population, especially in Western Chula Vista, are not able to easily access recreational facilities or afford the cost of recreational classes. The Recreation Department will be taking recreation into neighborhood parks, such as the soon-to-be-constructed Harborside Park, and other



locations that are not close to recreation centers, to provide safe and fun activities, and to establish a more visible City presence. A portion of the City’s Roberti-Z’Berg Harris Block Grant will offset a majority of the \$67,000 cost of this program during the initial two years. The funds will be used to add a recreation specialist and recreation aide and to purchase a cargo van, tables and chairs, and various recreation equipment and supplies.

- **Satellite Classes**



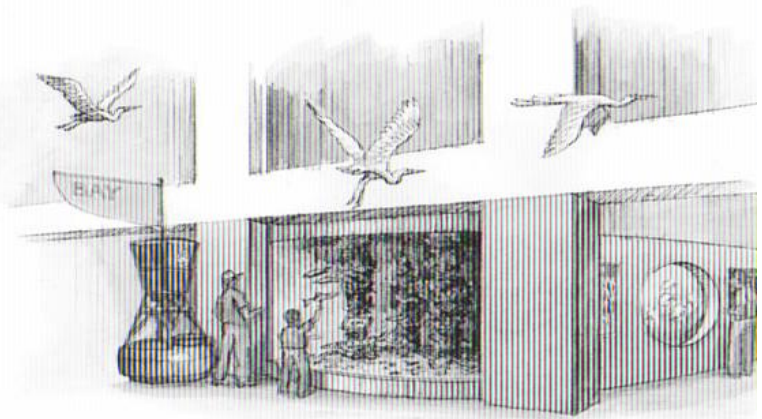
The Recreation Department's satellite recreation classes and tennis programs, taught by contract instructors at elementary schools and City parks, are continuing to expand. In fiscal year 2004, there were only four schools and one park that hosted our classes. We are now at nine schools and five tennis courts/parks, and we are looking to add an additional seven to ten schools by June 2007. The

current enrollment has tripled from last year and we have made at least double the amount of revenue from last fiscal year.

We are able to work with the individual school principals and use school facilities that are close to residents' homes and offer convenient and affordable recreation programs. We expect this program to continue to grow in the future, providing more classes at schools and more satellite classes at parks due to the clear market need for them. Satellite classes and programs include tennis, archery, mountain biking, karate, hip hop, and ballet. An additional \$21,000, which is fully revenue offset, is included in the fiscal year 2006 and 2007 budget.

- **CIP: Nature Center Discovery Center**

In early 2006, the Nature Center will open its latest set of exhibits in and around the main building, to be known as the Wergeland Family Discovery Center. Replacing 18-year-old exhibits, which only had a 5-year design life, the new world-class exhibits will present the flora and fauna of the Sweetwater Marsh with high-tech



interpretation and exciting habitats. Headlining the Discovery Center experience will be a 5,000-gallon Green Sea Turtle exhibit, showcasing this highly-endangered species which claims San Diego Bay as its home during migrations covering thousands of miles.

Approximately half of the \$2 million costs for this project are being funded through the generous support of the local philanthropic community.

- ***NEW INITIATIVE: Health and Fitness***



The Recreation Department has begun placing a stronger emphasis on health and ways we can promote a healthier lifestyle in the community. We are now part of a recently formed Greater San Diego Recreation & Parks Coalition for Health and Wellness, made up of other Recreation, Parks and Recreation, or Community Services Departments in the County. This coalition is charged with developing a countywide effort to fight obesity. We are also working

with Communications Director, Liz Pursell, who is coordinating a similar effort, the Living Healthy Lifestyles Chula Vista Initiative, in conjunction with the Elementary School District, the Olympic Training Center, and other organizations, to promote health in our community. In the quarterly brochure for events, classes, and programs, we are highlighting heart-healthy recreation classes and activities, and providing “healthy” messages throughout the Recreation pages. In addition, we will be promoting walking at all of our recreation centers and lap swimming at our two pools, and encouraging participants to meet various mileage milestones, such as walking miles that are equivalent to the distance to Disneyland. In this way, we will be promoting fitness and fun as participants “travel around the world in Chula Vista.”

- ***Marketplace***

In August 2004, the Chula Vista Public Library unveiled its new “marketplace” retail service model at Civic Center Branch Library (\$85,000). Since then library guests have found more copies of new books, a small café with drinks and snacks, a Wi-Fi hot spot, convenient self-checkout, and a redesigned popular magazine area. Established with the goal of providing better customer service, promoting higher circulation, and increased usage, the marketplace has proven to be very popular and has attributed to a greater than 15% increase in circulation. The marketplace has met the goal of improving guest services, while at the same time celebrating the public library’s uniqueness. By late spring 2005, the marketplace model will be implemented at South Chula Vista Branch Library, (\$80,000).



- ***NEW INITIATIVE: Enhancements to Parks Reservation System***

The Picnic Shelter Reservation Program (designed to provide a safe and orderly environment for park users) continues to be expanded due to the addition of new parks. The City will be adding 24 additional picnic shelters at Sunset View, Santa Venetia, Veterans, Monteville, Harborside, Salt Creek, Mountain Hawk, Horizon, and Windingwalk Parks during fiscal year 2006 and 2007. In comparison, the City took reservations for only 18 picnic shelters & 36 air jumps in 1999. From 2000 through 2004, 19 shelters and 13 air jumps were added to the reservation program. As a result, staff will be now be taking reservations for a total of 61 shelters and 63 air jumps citywide.



A Lead Ranger and Sr. Office Specialist (hourly) will added to assist with the reservation program and the securing of parks at a cost of \$115,155 (\$43,500 of this amount is one-time equipment costs and the remainder is revenue through increased shelter reservation fees).

- ***Nature Center Shuttle Bus***

For years, over 750,000 visitors have enjoyed riding the San Francisco-style trolley bus during their visits to the Nature Center. In July 2005, the City will take possession of a new 30-foot, 29-seat CNG bus. This \$318,000 vehicle was purchased using Air Pollution Control Grant \$135,000 City of Chula Vista's Unallocated Transportation Development Act funds \$183,000 funds. The new shuttle is ADA accessible and will provide quiet, air-conditioned, comfortable transportation for the visitors, while underscoring the power of environment-friendly technology. The visitors will also be treated to local wildlife images wrapping the exterior of the bus to enhance their experience of one of Chula Vista's finest attractions. The annual operating cost of the new bus is \$79,500.



- ***Cultural Arts Master Plan***

Work has begun on Chula Vista's first comprehensive Arts Master Plan that will provide an overview of existing conditions as well as recommendations regarding facilities and venues, programming, public art, and funding opportunities and challenges.

The goals of this project are:

- The Arts Master Plan is envisioned to be a document designed to provide guidance and direction for the integration of art and culture into the lives of all residents of Chula Vista.
- The Arts Master Plan process will study and make specific recommendations regarding: developing, coordinating and using arts and culture facilities; identifying appropriate arts and culture partnerships and collaborations; promoting cultural opportunities; and recommending and promoting various funding methodologies for the arts. The Arts Master Plan will provide specific objectives and action steps that allow for the implementation of the policies, goals and objectives of the General Plan Update regarding arts and culture elements and will be coordinated with the Urban Core Specific Plan, the Bayfront Master Plan, and the University Site study.
- An assessment of existing arts and culture programs, facilities, events, and activities will also be conducted. A series of public forums, focus groups, and personal interviews will be conducted to gather information relating to arts and culture in the community to be used in the development of an Arts Master Plan suited to the needs and desires of Chula Vista. A Citizen's Advisory Committee will be created to guide the preparation of the Arts Master Plan process.



It is anticipated that the Library Department will present the Cultural Arts Master Plan to Council early in 2006. Earlier this year Council appropriated \$75,000 for the development of the Cultural Arts Master Plan.



ECONOMIC DEVELOPMENT

Economic development supports all and benefits from all of the other strategic themes. Economic development seeks to attract a wide range of employers to provide opportunities to work in the City. These efforts support a healthy economy that enhances service levels and provides fiscal stability. With this goal in mind a number of programs are being developed to add to the City's economic health and diversity:

- Development of Bayfront and Urban Core Specific Plans,
- Efforts to develop a University Park and Research Center, and
- Continued Business Recruitment, Expansion, and Retention.

- ***Bayfront Master Plan***

The plan for the City's waterfront is nearing culmination. Working in partnership with the Port of San Diego, the master planning process has built upon maximizing environmental protection, providing access to the bayfront for residents of Chula Vista and the region and improving boating and waterfront recreation opportunities. These benefits are supported by the creation of an exciting bayfront neighborhood of residential, visitor serving commercial, and office development. The overall master plan study area takes in 566 acres.



A key milestone in the process has been the agreement of the Port and the City to consider the jurisdictional exchange involving two properties. This exchange allows proposed residential development to be sited in the most appropriate location within the master plan area, away from sensitive wetlands.

- ***CIP: Urban Core Specific Plan***

The Urban Core Specific Plan will provide a new vision for the City's Downtown and adjacent areas that will encourage new high quality development and provide enhanced urban amenities.

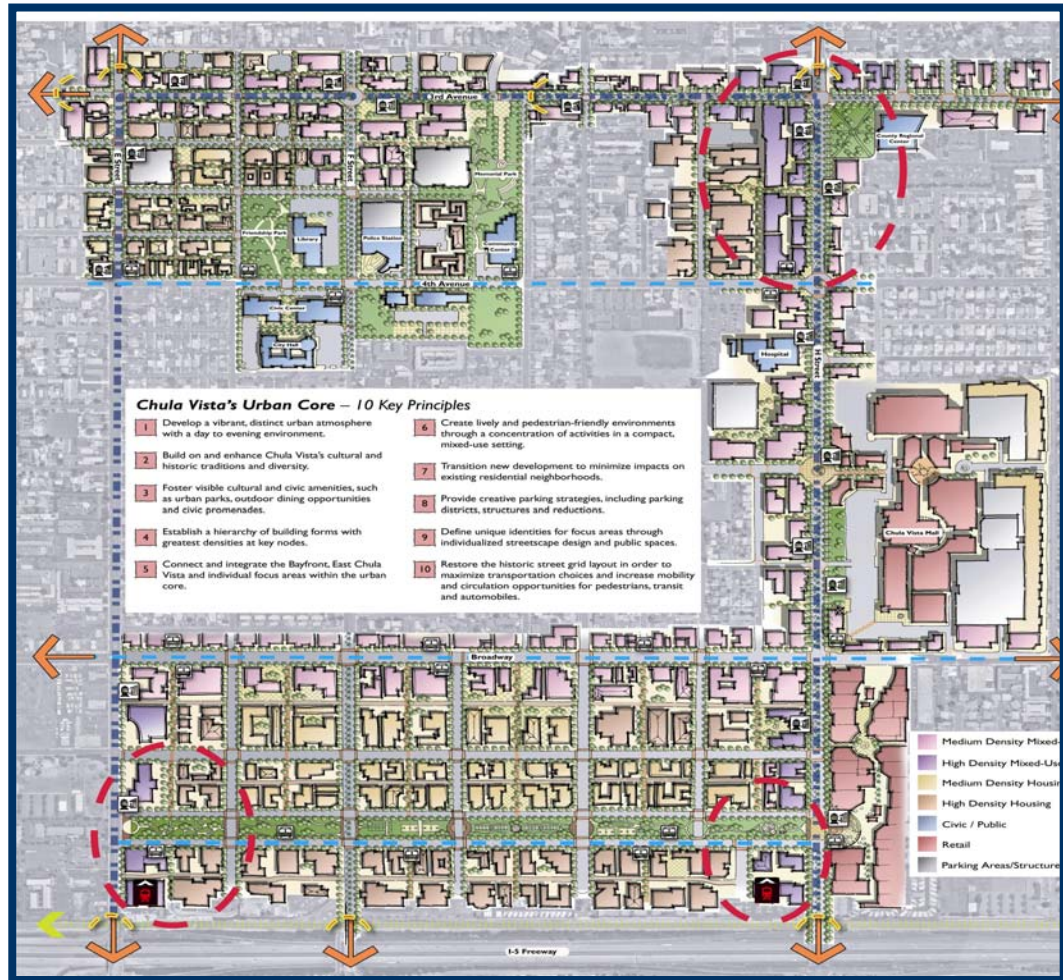
Preparation of the Urban Core Specific Plan is in full swing with the appointment of a 19-member Advisory Committee that guides City staff and urban design consultants. The Advisory Committee has conducted a multi-day charette, visioning

Through the end of fiscal year 2005 \$704,520 has been appropriated for the Urban Core Specific Plan; an additional \$40,000 is included in the fiscal year 2006 CIP budget.

event, and multiple committee meetings on various topics. Input into the planning effort has also been enhanced by several community workshops to help form the vision for the Urban Core. Vision Plans for the key areas of the urban core (the Downtown, H Street Corridor, and the Broadway/Interstate 5 Corridor), have been crafted to evoke an image of what the urban core could become, in the next 10- 20 years. The Vision Plans, in conjunction with "Ten Key Principles" have provided the foundation for the major building blocks of the Specific Plan, new updated development standards, and design

guidelines -- all critical to realizing the vision for this area as a vibrant urban centerpiece of the City of Chula Vista.

Through the end of fiscal year 2005 \$704,520 has been appropriated for the Urban Core Specific Plan; an additional \$40,000 is included in the fiscal year 2006 CIP budget.



- ### ***University Park and Research Center***

The vision of a major higher education campus in Chula Vista continues to move closer to reality. The City Council's Blue Ribbon Committee, which includes distinguished educators, professionals and community leaders, is providing invaluable guidance in the development of financial, funding and governance models for the campus. A group of 2- and 4-year colleges and universities from the U.S. and Mexico are collaborating in the development of a prospectus that will provide the blueprint for which programs they will offer on the campus. The U.S. Department of Energy's (DOE) Global Center for Sustainable Communities Program intends to locate its first global research institute within the University Park and Research Center. The DOE's Deputy Assistant Director for National Energy Policy continues to work with the City of Chula Vista to secure corporate sponsorship for the development and operation of the research institute. The vision for the campus and surrounding area anticipates a:

To date \$1,227,245 has been appropriated for this project.

- Student population of 15,000 to 20,000,
- Significant on campus housing for students, faculty and staff, a
- Lively Town Center with restaurants, shops, theaters and services, and a
- Regional Technology Park to add significantly to the jobs base in the region.



During fiscal year 2006, the educational and research partners are expected to increase their financial support of the project. The additional appropriation of \$65,000 represents the City's continuing role in facilitating, promoting, and guiding this important project. It is anticipated that the Community Development will return to Council during fiscal year 2006 with a more detailed plan of what is needed to implement plan including funding options. To date \$1,227,245 has been appropriated for this project.



COST EFFECTIVE GOVERNMENT AND FISCAL STABILITY

The ability of the City to achieve success in providing a connected, balanced, and cohesive community composed of strong and safe neighborhoods and providing diverse cultural, education and recreational opportunities is dependent upon providing great services effectively and efficiently and ensuring the fiscal stability needed to maintain service levels and respond to community needs. This is done by:

- Maintaining public confidence in City finances
- Strategic planning and performance measurement,
- Diversifying and expanding the City's revenue base,
- Utilizing fiscal analysis to assess economic conditions and identify fiscal issues,

- Seeking new ways of making City operations more effective and efficient, and
- Maintaining a high-quality well-trained work force.

Maintaining Public Confidence in City Finances

- ***Excellence in Auditing and Financial Reporting***

With the goal of maintaining public confidence in the fiscal stability of the City, the Comprehensive Annual Financial Report (CAFR) is prepared and audited by an independent audit firm. This report is used by City Council, our Citizens, rating agencies and potential investors to evaluate the City's financial condition. The City's CAFR has been recognized by the Government Finance Officers Association for excellence in financial reporting.

Council is also provided with Quarterly Fiscal Status and Investment Reports. The Fiscal Status Report identifies and discusses any variances between budgeted expenditure and revenues, which may require mid-year changes to the approved budget. This report is critical in order to address any significant shortages in revenues or over expenditures in a timely manner with the goal of maintaining healthy reserve levels. The Investment Report provides Council with the value of our pooled investment fund and provides assurance that we are in compliance with the City's Investment Policy.

The City Council is periodically provided with a 5-year revenue and expenditure projection report to enhance the long-term financial planning of the City. Included in the analysis of City revenues is a review to determine whether a diverse and stable revenue base is maintained, which will ensure fiscal sustainability during volatile times.

- ***Excellence in Budgeting***

The City's budget has undergone significant changes in recent years. Foremost among these changes was the migration to a biennial budget process whereby a two-year spending plan is adopted every other year, but appropriations continue to be made on an annual basis as required by City Charter. This change has resulted in much greater focus being placed on long-range planning at all levels of the organization as witnessed by the increased use of strategic planning citywide. Another benefit of the two-year budget process has been significantly less staff time dedicated to budget development during the "off year" of the cycle.

Another major improvement in the budget process was marked by City Council's adoption of five strategic themes as part of the development of the fiscal year 2004 and 2005 budget. These themes are long-term, broad and directional in nature and provide staff with the foundation for aligning citywide programs and resources with Council priorities. More importantly, the strategic themes are cut across all departmental functions thus placing a renewed emphasis on cross-departmental collaboration.

Finally, there has been much closer integration between the City's operating and capital budget processes and documents in recent years. This is only logical given the significant long-term impacts operating and maintaining capital projects can have on the City's operating budget. For example, the ongoing annual operating cost of the three new community parks and recreation centers opening this year will be approximately \$1.5 million.

Since implementing these changes the City has received awards for Excellence in Operational Budgeting and Communication from the California Society of Municipal Finance Officers (CSMFO) as well as the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).

- ***Excellence in Procurement***

The Purchasing Division has applied for and received the Achievement of Excellence in Procurement (AEP) award four times. This national award is designed to recognize organizational excellence in public procurement.

The AEP award is earned by those organizations, public or non-profit, that demonstrate excellence by obtaining a high score based on standardized criteria. The criteria are designed to measure innovation, professionalism, productivity, e-procurement, and leadership attributes of the procurement organization.

- ***Maintaining Healthy General Fund Reserves***

City operations are managed and the budget is prepared with the goal of maintaining an available fund balance in the General Fund of no less than eight percent of the General Fund Operating Budget. In order to provide the City with continued fiscal flexibility and at the same time maintain healthy reserves, the proposed budget may be adjusted prior to adoption to reflect greater budgeted revenues than expenditures. The ability to do this will depend on updated revenue projections, which will be reviewed prior to the Council formally adopting the budget. If revenues appear to be coming in greater than anticipated, the proposed budgeted revenues will be adjusted with the goal of increasing reserves at the end of the budgetary year.

- ***Maintaining Healthy Internal Service Fund Reserves***

Internal Service funds have been established to ensure sufficient funds remain available for long-term equipment maintenance and replacement, technology replacement, and unanticipated workers compensation costs. These reserve levels are sufficient to ensure the funds will be able to continue to meet future obligations. Reserve levels for each of these funds for the fiscal year ending June 30, 2005 are currently projected as follows:

Equipment Maintenance and Replacement	\$4.4 million
Technology Replacement	\$1.7 million
Workers Compensation	\$1.1 million

The fiscal year 2006 budget includes \$5.4 million for equipment maintenance and replacement expenditures, \$3.2 million for workers compensation expenditures, and \$539,000 for technology replacement expenditures.

Strategic Planning and Performance Measurement

- ***Strategic Business Planning***

Strategic planning and performance measurement are critical elements of an effectively run organization because they provide government organizations and leaders with the information needed to:

- Make improved business decisions,
- Link budgets to performance,
- Produce and be accountable for results, and
- Tell their story of accomplishments and challenges to their community and stakeholders.

Fiscal year 2005 witnessed an unprecedented level of activity in this arena as the Fire, Police, General Services, Finance, Community Development, and Communications Departments all participated in the strategic business planning process; bringing the number of departments with strategic plans in place to nine. During the coming fiscal year staff from these departments will work to better define their key performance metrics and begin the arduous task of data collection. At the same time, those departments without strategic plans will begin the process as funding and time permit. The goal is for all departments to have strategic business plans and performance metrics in place prior to the next budget cycle.

- ***NEW INITIATIVE: National Citizens Survey***

The National Citizen Survey™ is a unique service to administer, analyze, and report results from a customizable citizen survey. National Research Center, Inc. and the International City Management Association (ICMA) jointly administer the survey at a relatively low cost (approximately \$25,000) through careful standardization and automation of the survey process. Last year approximately 300 jurisdictions from all regions of the United States participated in the survey. Each participating jurisdiction is given some freedom to make important customizations for its locale, and the report can compare results across participating jurisdictions.

The survey will serve as an important tool for better assessing and understanding the needs of the community and will provide the City with benchmark data for comparing service quality over time and across jurisdictions. It is anticipated that the City would update the survey annually as part of the budget process.

- ***Implementation of Performance Measurement Software***

In support of the City's strategic planning and performance measurement efforts the City has purchased software that allows departments and City administrators to track performance against established strategic and operational goals via a centralized database. This will greatly facilitate the use of performance data in the decision making process citywide and will improve the ability of staff to quantify service efforts and accomplishments to the Council and community. Over the next fiscal year the Office of Budget and Analysis will work with departments as they complete their strategic plans to develop the necessary data collection tools in order to track the performance measures developed as part of their strategic business plans.

Diversifying and Expanding the City's Revenue Base

- ***NEW INITIATIVE: New Revenue Offset Programs in Recreation***

Beginning in fiscal year 2006 the Recreation Department will offer a number of new revenue offset programs and classes. Some examples include expanding our swim classes at additional Eastlake community pools, providing additional rental time in our City pools for high school boys and girls water polo teams, providing ongoing ball field rentals for dog shows and private sports leagues, opening a fitness center at Norman Park Center, expanding the gymnastics program at Parkway Center, and offering an introduction to non-competitive sports for 3-5 year olds at the Community Youth Center.



These programs allow the Recreation Department to target a niche market by providing unique and diverse recreational opportunities.

- ***NEW INITIATIVE: Grants Locator Service***

In fiscal year 2005, a grants program was created to seek and apply for State, Federal and other available grant funds to support the City's projects and programs, and to ensure that grant funds are managed to ever-changing Federal and State standards.

In its first year of existence the grants program participated in the development of seventeen grant proposals with a combined potential value of \$18.3 million. The program also completed the first phase of a comprehensive grants inventory database and began development of a standardized post-award grants management program for State and Federal grants. The program will provide stronger links between departmental grants coordination activities and Finance Department monitoring and auditing activities.

At a cost of \$16,000, the online grants locator service will organize the search process and perform all basic grant-seeking functions within the City's stated areas of interest.

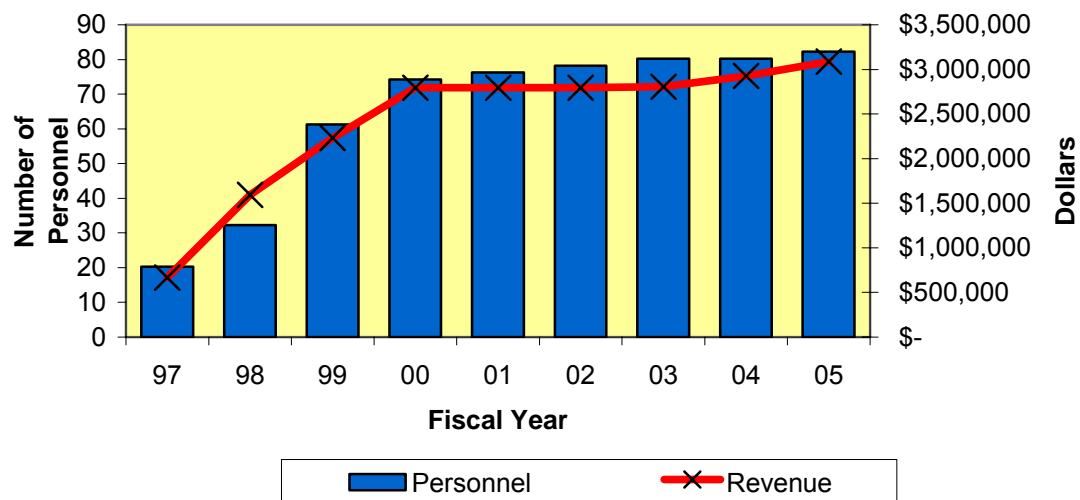
Because it can screen over 40,000 grants, the online grants locator will increase overall awareness of viable grant opportunities. The service also gives advanced notification of State and Federal grant opportunities thus stretching lead times and allowing more time for project development.

- ***Police Grant Budgetary Impact***

Since 1995, the Police Department has been awarded over \$15 million in grant funds, most of which funded new officers and civilian positions. Over the last few years, the Police Department has experienced a significant drop off of Federal and State grant funds that had helped to offset the cost of adding new positions as well as equipment. Most of the grant money from Federal sources is now being directed towards Homeland Security projects, which involve Police, Fire and other law enforcement agencies. These funds are generally restricted to very specific equipment related purchases that are directly related to homeland security.

The fiscal year 2006 budget includes a drop off of \$829,719 in the Police Department's grant revenue. Of this amount \$686,882 had been allocated to one-time equipment purchases. The remaining \$142,837 was allocated to on-going personnel costs now being absorbed by the General Fund.

Police Department Grant Budgetary Impact



- ***Fund Development***

During the last two-years, total contributions - signed gift pledges and gains on endowment funds reached \$1,226,392 for the Library, Nature Center, and Recreation departments. Legacy Societies were also established at the Nature Center and Library. To date nine individuals/families have elected to join the Library's Legacy Society and eight individuals/families have elected to join the Nature Center's Legacy Society. All funds are allocated based on the individual foundation's guidelines and are not included within the City's budget.

Fiscal Analysis and Fiscal Issues

- ***Fiscal Impact Modeling***

As part of the General Plan Update (GPU) a comprehensive fiscal impact was developed to measure municipal costs and revenues associated with various land use alternatives. In the coming fiscal year the assumptions and methods underlying the model will be extended to a new model suitable for analyzing specific planning areas (SPAs). This will provide for more consistent and accurate analysis across SPAs.

- ***Increasing Insurance Premiums***

The cost of insurance the City purchases to protect its assets from liability and property losses is increasing \$132,000 (21%) for a total of \$762,188 in fiscal year 2006. This includes property, public liability, surety bond, machinery, and unemployment insurance.

The increase in these costs is due in part to continuing hard market conditions following 9/11 and lower than expected interest earnings to help fund our liability pool, meaning more contributions are needed to maintain an actuarially sound pool. Also significantly impacting cost is the fact that the City is growing and we have more exposures to potential liability - more street and sewer miles, more police officers, more employees, and more facilities to protect.

- ***Community Choice Aggregation***

The City continues to pursue its options for entry into the utility business as a community load aggregator. Over the past two fiscal years the City has invested approximately \$1.4 million towards a variety of energy related projects. This funding has financed a comprehensive feasibility analysis of the

Over the past two fiscal years the City has invested approximately \$1.4 million towards a variety of energy related projects. An additional \$75,000 is being proposed as part of the fiscal year 2006 budget...

City becoming an independent municipal energy utility, ongoing lobbying efforts before the California Public Utilities Commission (CPUC), and franchise negotiations with San Diego Gas and Electric. An additional \$75,000 is being proposed as part of the fiscal year 2006 budget to carry the project through the end of the CCA deliberations currently taking place before the CPUC. Once those deliberations and the rules governing CCA have been finalized staff will return to Council with an updated fiscal analysis and implementation plan. Staff estimates the costs for updating the fiscal analysis and the implementation phase of CCA at \$50,000 and \$250,000 respectively.

Increased Operational Effectiveness and Efficiency

- ***Reorganization of the General Services Department***

In April of 2005, the General Services Department presented to City Council its five-year strategic business plan. The Managing for Results Model that was used to develop the strategic plan establishes clear goals for the department and performance measures to determine the department's success in achieving those goals.

As part of the development of the plan, a number of organizational issues within the department were analyzed. At the same time, there was also an analysis of other City functions to determine the best alignment from an operational perspective. As these discussions proceeded, a consensus developed between General Services, Police, Public Works Operations, and Administration with respect to realignment of some City functions. The functions that are being transferred to General Services are the Animal Care Facility from Police, Communications from Public Works Operations, and Environmental Services from Administration. These changes continue the evolution of the General Services Department into a more typical General Services Department with a focus on construction of City facilities as well as the maintenance and day-to-day operation of those facilities.

- ***Establishment of the Engineering Department***

With the adoption of the General Services strategic plan, Council also approved the separation of the Engineering Division from General Services into its own department. The establishment of the Engineering Department supports the City's ongoing efforts to streamline the entitlement process for development and redevelopment projects. The Engineering Department will join the Planning and Building Department and Community Development in Development Services. These three departments will work collaboratively to successfully implement the goals of the General Plan, the Urban Core Plan, and the Redevelopment Corporation and major projects like the Bayfront and University plans.

- ***SCADA System***

The Supervisory Control And Data Acquisition (SCADA) system is a control system to monitor, manage and control the various sewer pump stations throughout the City. The system is currently under development and is expected to be fully operational by the end of July 2005. When completed the system provide an alarm system for controlling and monitoring sewer lift stations, swimming pools, the Nature Center's water circulation equipment, the Salt Creek Interceptor, and large diameter sewer trunk lines located in remote areas of the City of Chula Vista.

SCADA will enable crews to put more of an emphasis on preventive maintenance by providing real-time monitoring, instantaneous alarm notification, and computerized control of equipment and critical systems resulting in fewer sewerage spills and shorter notification times when spills do occur. The total cost of the SCADA System, including design services, general conditions, and construction management, is \$527,750.

- ***NEW INITIATIVE: Online Benefit Enrollment***

The City is in the process of an automated benefit enrollment system. This system would interface with the City's payroll/accounting system and would allow employees to make their annual benefits elections via the Internet thus reducing the amount of paperwork and manual data entry. Employees would also be able to update their contact and beneficiary and look at their historical payroll information. Not only will this be a convenience for employees but it will also significantly reduce the number of staff hours spent researching, inputting and retrieving information, time that can be redirected to other important tasks. The cost to implement the program is estimated at \$35,000.

- ***Document Imaging***

The citywide system for document imaging was nearly doubled in size this past fiscal year to accommodate increased usage by departments. The system greatly enhances service by allowing departments to research documents electronically via the City's Intranet and the public to access records via the Internet. The system also enables departments to e-mail records to our constituents. In addition, the system has increased staff efficiency by reducing time and costs to locate and research paper records, reduced the floor space required to store paper documents, and provided improved security for permanent and vital records. To date \$217,000 has been appropriated to the citywide document imaging capital improvement project.

- ***NEW INITIATIVE: Standardized System of Records Management***

The efficient assembly, processing and storage of information, and its rapid retrieval, are prime factors that make all individuals within an organization more productive and effective resulting in significant savings for the City. The City's records management program includes a standardized filing system and equipment, records retention schedules, and policies and procedures for the handling, storage, and destruction of public records in accordance with legal requirements.

The City Clerk's Office will be assisting the Mayor & Council Office, Finance Department, and City Attorney's Office in converting to the program prior to the move to the new City Hall in September 2005. The City Clerk has also been asked to assist other departments, as well, namely Planning & Building, Wastewater, Public Works Operations and Community Development.

Employee Recruitment, Development, and Retention

- ***Safety and Disability Management***

The City is committed to providing comprehensive safety and return-to-work programs to its employees. One measure of the success of these programs is the number of workdays lost related employee injuries. In the past year the City realized a 26% decrease in the number of workdays lost due to industrial injuries. Furthermore, the City makes every effort to provide injured employees with modified or alternative work

duties so they may continue to be productive members of the workforce and maintain their pay while they completely heal from their injuries. This means more productive days and reduced costs to backfill positions especially in the case of public safety positions.

- ***Volunteers***

The City has a long history of volunteerism, from our founding community members to the over 800 volunteers today that donate their time and skills. Each year the City's volunteers contribute nearly 100,000 hours of their time for an approximate value of \$1.75 million. Without the help of volunteers the City of Chula Vista would not be maintain the high level of service that our residents, business community, and visitors have come to expect.



ACKNOWLEDGEMENT –

This year's budget process was strained with the passing of Cheryl Fruchter, Assistant City Manager, who directed the preparation of our Biennial Budget. Her spirit lives in this document, and the staff she hired and trained, continues her legacy of excellence in budget work.

As in prior years, Department Heads and their staff worked cooperatively with the Office of Budget and Analysis and the Finance Department in preparing our third Biennial Budget. Their programs and services are clustered around the City Council's five Strategic Themes.

Specifically, I would like to recognize the Director of the Office of Budget and Analysis, Ed Van Eenoo and the Finance Director, Maria Kachadoorian. Together, with their respective staff members, they made sure that our revenue projections met our expenditure requirements. Ed's staff, Angelica Aguilar, Pat Laughlin, Pablo Quilantan, and Paul Valadez, spent many extra hours organizing and producing this document. For this, I am very grateful.

Respectfully submitted,

A handwritten signature in black ink, reading "David D. Rowlands, Jr." in a cursive script.

David D. Rowlands, Jr.
City Manager